



U.S. Customs and Border Protection **STRATEGY 2020–2025**

MISSION | TEAM | FUTURE



U.S. Customs and
Border Protection



On the Cover

The U.S. Customs ensign was formally adopted on August 1, 1799, which makes it the first official flag of a U.S. government agency. The ensign was originally used to identify U.S. revenue cutters and customs vessels and signify their power to enforce federal laws and regulations. Treasury Secretary Oliver Wolcott, Jr., who served under President John Adams, designed the flag with 16 vertical stripes, alternating in red and white (to represent the number of states in the Union at that time), with the Arms of the United States in dark blue on a white field in the upper left corner. Treasury Secretary William Richardson extended the ensign as a symbol of federal authority to federal buildings in 1874. Today, the U.S. Customs and Border Protection ensign proudly represents more than 200 years of the agency's history.

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Foreword

Every day, over 60,000 men and women of U.S. Customs and Border Protection (CBP) work diligently to protect the security and prosperity of our nation and, as Commissioner, it is my honor to lead and serve them.

As the largest federal law enforcement agency in the United States, we have a vast, complex and dynamic mission set and the threats we face as a nation are changing. Unprecedented technological advances and geopolitical dynamics have created space and opportunity for criminal activity and potentially destabilizing events. We must continue to grow and adapt to meet the constantly evolving threats head on.

It is my objective for CBP to be most the innovative and trusted law enforcement agency in the world. Working across all of our agency, with leaders from the field, headquarters, and the frontline, CBP Strategy 2020–2025 will set us on a path to achieve this aspiration over the next five years. It builds the foundation of our agency’s mission around a unified and adaptable team to effectively respond to the unknown challenges of tomorrow.

MISSION: We operate in 50 countries; serve at 328 ports of entry (POEs); safeguard roughly 7,000 miles of land border, 95,000 miles of shoreline; and patrol the associated air and maritime spaces. In a single day, on average, we welcome more than a million travelers to the United States; we stop more than 300 pests at ports of entry from damaging our environment and our food supply; we seize nearly 6,000 pounds of narcotics and more than \$3 million worth of products with Intellectual Property Rights violations; and we arrest more than 20 wanted criminals and identify more than 1,600 individuals with suspected national security concerns. In addition, CBP collects more than \$120 million in duties, taxes, and other fees, generating revenue for the United States. We protect U.S. agriculture from plant pests and animal diseases. This is not an exhaustive recounting of our mission—it is a snapshot of a fraction of our work carried out by CBP officers, Border Patrol agents, air interdiction agents, marine interdiction agents, aviation enforcement agents, agriculture specialists, trade personnel, and supporting offices.

TEAM: Our workforce operates in some of the most challenging and austere environments in the country and across the world. They are held to the highest standards in all of federal law enforcement and perform their duties with vigilance, integrity and a true sense of service to our country. We must continue hiring the highest quality candidates to maintain a world-class workforce and equip our entire team with all the necessary tools and support structures to be successful.

FUTURE: Although we will always be prepared to respond to and overcome emerging challenges, CBP must also plan toward the future. We will operate as a 21st century agency, with a modernized IT infrastructure and advanced analytical tools that our law enforcement professionals can use to identify and mitigate threats. We will also seek out partnerships across industry and government wherever they can positively impact our ability to execute the mission.

To meet our goals described above, the Strategy defines 12 strategic initiatives that will make the greatest impact on the mission, the American public and in the lives of our employees. The initiatives are clearly defined with measurable outcomes and will form the basis of an ongoing conversation, both internally to CBP and externally with our partners and stakeholders, to ensure our continued progress.

I am proud to present the CBP Strategy 2020–2025 and look forward to working with all of you to make it a reality.



Kevin K. McAleenan
Commissioner, U.S. Customs
and Border Protection

Guiding Principles

CBP MISSION

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

ASPIRATION

To be the most innovative and trusted law enforcement agency in the world

ETHOS

We are the guardians of our Nation's borders.

We are America's frontline.

We safeguard the American homeland at and beyond our borders.

We protect the American people against terrorists and the instruments of terror.

We steadfastly enforce the laws of the United States while fostering our Nation's economic security through lawful international trade and travel.

We serve the American people with vigilance, integrity, and professionalism.

CORE VALUES

Vigilance is how we ensure the safety of all Americans. We are continuously watchful and alert to deter, detect, and prevent threats to our nation. We demonstrate courage and valor in the protection of our Nation.

Service to Country is embodied in the work we do. We are dedicated to defending and upholding the Constitution of the United States. The American people have entrusted us to protect the homeland and defend liberty.

Integrity is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves and our agency.



Executive Summary

The world is changing and U.S. Customs and Border Protection (CBP) must tackle the emerging challenges head on.

Terrorism, transnational crime, cybercrimes, and political and economic instability threaten the homeland. The increasing volume and diversity of cross-border activity—from migration and movement to growing e-commerce—complicate the already difficult task of facilitating legitimate trade and travel. Terrorists and criminals attempt to enter the United States, hiding among the hundreds of millions of people transiting into and out of the United States each year as well as entering illegally between ports of entry. The global trade and travel environment is being disrupted by new actors, industries, and modes of conducting business, while expectations of CBP from U.S. citizens, travelers, and businesses continue to increase.

Operating in this challenging environment requires a world-class workforce. Although CBP's mission to keep our nation secure is appealing to large segments of society, a multi-step and time-consuming hiring process, necessarily rigorous background reviews, and operating locations in remote locations can make hiring problematic. Once our law enforcement professionals are in the field, workplace stress—particularly for law enforcement—has a major impact on their lives. CBP's unique mission stretches both individuals and their families and developing a resilient workforce is critical to each individual's wellbeing and to consistently achieving mission objectives.

Technology continues to improve and become more affordable, both for CBP as well as our adversaries. From biometric recognition to machine

learning, technology is fundamentally changing how CBP needs to deliver on its mission. Data is abundant and must be organized, stored and analyzed in a way that individuals can use it to perform their jobs more efficiently. Passengers can now be identified in advance of presenting travel documents. Future illicit cross-border activity could be predicted based on available data and intelligence, allowing CBP law enforcement professionals to anticipate and respond to potential threats based on real-time information. Given this changing external environment, CBP has the opportunity to accelerate mission achievement, build a strong team, and lay the foundation for the future.

The three goals of mission, team, and future demonstrate where CBP will focus during the 2020–2025 timeframe. To advance the mission, we will strive to identify and confront illicit activity, ensure safe commercial activity, enable and expand the use of biometrics across our activities, and improve stakeholder experience. These investments are being made to achieve several outcomes that advance CBP's mission. First, they will enable operational control of the border—in the air, on land, and at sea. In addition, they will help ensure terrorists and transnational criminal organizations are identified, disrupted, and prepared for prosecution. The initiatives will also advance the ability of CBP, working together with U.S. Government and international partners, to identify bad actors before their arrival at or between ports of entry. In addition, through these strategic investments, trade will be safe and more secure, and travelers and businesses will have improved experiences with CBP.

To enhance our team, we will concentrate on recruiting, hiring and retaining the best personnel, equipping them with the necessary skills and

support to grow and be resilient, while fostering an environment of collaboration. By making the right investments in our people, staffing levels are expected to meet mission requirements, the workforce will have more tools at their disposal to bolster resiliency, and CBP personnel will have more opportunities to work across offices to deliver the mission.

To build our future, CBP will take concerted efforts to harness and apply the power of data, intelligence, and advanced analytics, develop and maintain top-quality IT infrastructure and access, and expand our international and intelligence partnerships to leverage the benefits of interoperability and collaboration. Through these investments, personnel will be able to make decisions based on timely information informed by quality data, intelligence, and analytics, and be able to access the technology they need to do their job. Strong partnerships with other organizations will be established and/or strengthened to help advance mission priorities.

The CBP Strategy 2020–2025 is focused on twelve strategic initiatives that will advance CBP's ability to accomplish our mission. To reach our goals and better accomplish our daily tasks, CBP must improve existing capabilities, develop new ones for the changing operational environment, and adapt our processes to better organize, train, equip and sustain our frontline operators. The strategic initiatives laid out in this document address key challenges and opportunities which guide where CBP should focus its resources. In particular, the strategy lays out specific activities and outcomes that must be achieved while also acknowledging that unforeseen developments or events may require reassessment and reorientation. ■

U.S. Customs and Border Protection

STRATEGY 2020–2025







CBP MISSION

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel




ASPIRATION

To be the most innovative and trusted law enforcement agency in the world




GOAL 1: **MISSION** — Protect the American people and facilitate trade and travel

Strategic Initiatives	 Counter Network	Leverage CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships as part of a coordinated counter network approach against cross-border threat networks
	 Awareness and Enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic
	 Secure and Compliant Trade	Anticipate, identify, and address threats that inhibit cross-border commerce
	 Biometric Identification	Leverage cutting-edge technology to transform traveler verification and dramatically reduce the need to verify physical travel documents
	 Targeting and Vetting	Integrate all-source information on travelers across agencies to identify threats
	 Stakeholder Experience	Champion and improve stakeholder interactions to protect and facilitate lawful travel and business

GOAL 2: **TEAM** — Build a capable and resilient workforce ready for anything

Strategic Initiatives	 Hiring and Retention	Recruit, hire, train, and retain the most qualified people
	 Resilience	Promote physical and emotional health for employees and their families
	 OneCBP	Create a unified and integrated enterprise working together at all levels to execute the CBP mission

GOAL 3: **FUTURE** — Invest in technology and partnerships to confront emerging threats

Strategic Initiatives	 Data and Analytics	Maintain reliable data and apply advanced analytics to explore insights that inform critical strategic and tactical decisions
	 IT Infrastructure	Provide fast and reliable access to resilient, secure infrastructure to streamline CBP work
	 Partnerships	Expand international and intelligence partnerships to promote economic cooperation, identify and mitigate threats, and extend influence beyond our borders



U.S. Customs and
Border Protection



The Bridge of the Americas is the busiest of four border crossings that make up the El Paso port of entry, adjacent to Ciudad Juárez, Mexico.

Goal 1

MISSION — Protect the American people and facilitate trade and travel



Advancing mission accomplishment is critical to ensuring we help keep the American people safe and enable economic fairness and prosperity.

1.1 Strategic Initiative: Counter Network

Leverage CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships as part of a coordinated counter-network approach against cross-border threat networks

The U.S. faces persistent transnational threats from innovative and constantly evolving networks whose collaborative efforts seek to gain illicit financial or radical ideological benefits by causing harm, inflicting damage, corrupting officials, undermining security efforts, and degrading the state. These international networks will adjust organizationally and shift their alliances to acquire new specialized talents, sources, and access privileges in order to improve long-term earnings, efficiencies, and operations. Successful threat networks exploit existing logistical chains and financial flows and diversify their portfolios to move

multiple illicit items such as drugs, money, counterfeit goods, individuals, and weapons. Consequently, threat networks have proven to be highly capable, profitable, powerful, dangerous, elusive, and extremely resilient adversaries.

In order to confront threat networks, CBP has embraced a counter-network approach. This effort leverages CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships to illuminate, disrupt, degrade, and dismantle networks that pose a threat to the U.S. Homeland and its interests. CBP's international collaboration and integration with the interagency counter network community optimizes the collective global effort which identifies options for intelligence-driven, risk-mitigating responses.

Our success at identifying, degrading and disrupting trans-national networks depends on our ability to execute CBP's counter-network approach on two fronts—partnerships and sound analytical methodology. On the former,

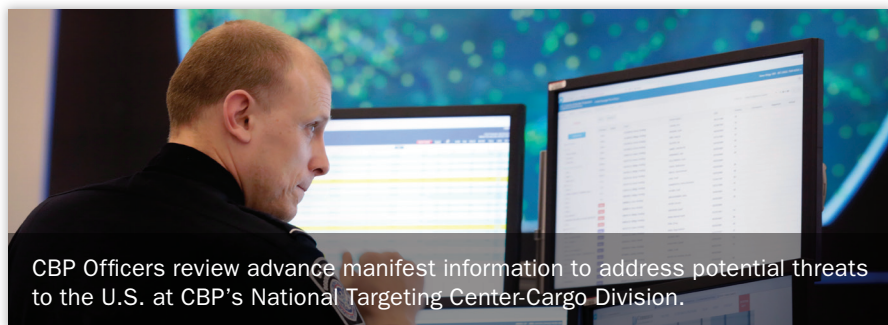
Desired outcome:

Threat networks, including terrorists and transnational criminal organizations, are identified and disrupted, degraded, or dismantled

Key activities:

- Participate with U.S. whole of government and international partners to illuminate, analyze, and understand threat networks
- Take action with our partners to affect threat networks' structure, funding, and operations
- Grow, enhance, and sustain CBP capabilities critical to effective execution of counter network activities

CBP frontline agents, officers, trade, and intelligence professionals must work hand in hand with the whole of government, as well as international partners. On the latter, CBP must have the systems and processes in place to efficiently collect and analyze threat network data, and the ability to rapidly respond with intelligence driven operations. Developing these relationships and capabilities, together with taking these actions will enable CBP to proactively identify and stop threats before they arrive at U.S. borders. ■



CBP Officers review advance manifest information to address potential threats to the U.S. at CBP's National Targeting Center-Cargo Division.

CBP Photo by Glenn Fawcett

1.2 Strategic Initiative: Awareness and Enforcement

Increase situational awareness to impede and respond to illicit cross-border traffic

Securing U.S. borders—air, land, and sea—is central to our security as a Nation. Even as efforts continue to expand the zone of security away from the physical borders of our Nation, highly adaptive criminal networks attempt to exploit vulnerabilities in enforcement capabilities both at and between the ports of entry. At the ports, criminals attempt to conceal their activities within the legitimate flow of trade and travel, while between the ports of entry human and narcotics traffickers exploit gaps in terrain access, visual surveillance, and impedance infrastructure.

By leveraging and strengthening our full spectrum of capabilities, we can continue to enhance our awareness of potential and kinetic threats. This goal can be accomplished in four key ways. First, by better integrating and analyzing data across the interagency community to create a common operating picture that can be actioned at both the field and headquarter levels. Second, by dramatically improving impedance and denial capabilities between ports of entry through infrastructure investment and enforcement of immigration and criminal laws through prosecution. Third, by collaborating with federal and local law enforcement agencies and international partners to proactively disrupt illicit trafficking and facilitation. Fourth, by deploying a layered approach to response and resolution that arms our law enforcement professionals with the latest tools, technology, and training they need to do the job. How we operate in the future will look very different from today.

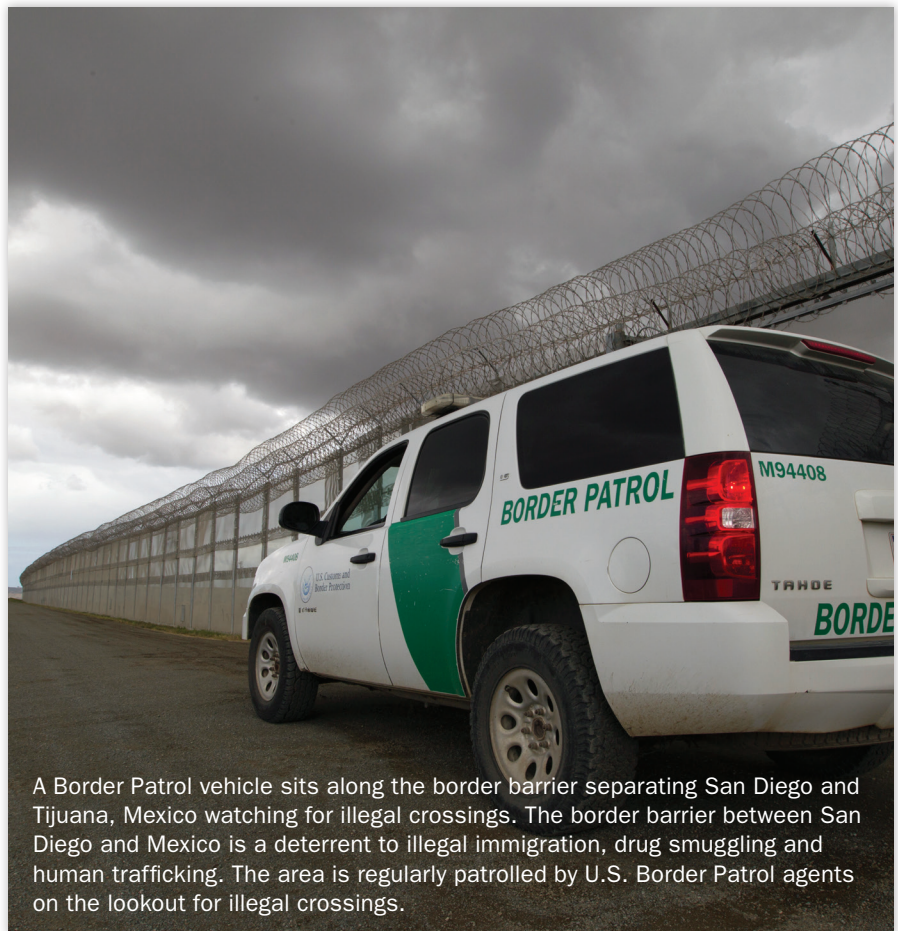
To effectively secure the border, CBP will equip a world-class workforce with the appropriate tools to strengthen situational awareness, and impede and deny the entry of illicit actors attempting to cross our borders. ■

Desired outcome:

CBP has operational control of the border between the POEs and has enhanced enforcement efforts at the ports—air, land, and sea

Key activities:

- Leverage technological tools and analytic approaches to improve operational efficiency and effectiveness; integrate data and interagency information to establish a common operating picture that provides actionable information to enable decisionmakers and operators; and expand the zone of security away from physical borders
- Invest in impedance and denial capability; work with partner agencies and components to maximize programs that discourage illegal entries; utilize foreign liaisons to disrupt special interest alien travel before they reach U.S. borders
- Invest in capabilities and policy revisions to increase tactical and operational mobility, such as increased deployment of mobile technology like smart phones; utilize emerging technology such as cutting-edge sensors; and support border security through a layered approach that reduces over-reliance on any single point or program
- Sustain needed relationships with state and local law enforcement agencies and, in particular, those at critical nodes relevant to CBP's missions to secure the border



A Border Patrol vehicle sits along the border barrier separating San Diego and Tijuana, Mexico watching for illegal crossings. The border barrier between San Diego and Mexico is a deterrent to illegal immigration, drug smuggling and human trafficking. The area is regularly patrolled by U.S. Border Patrol agents on the lookout for illegal crossings.

CBP Photo



A long line of tractor trailers await entry into the U.S. from Mexico at the Otay Mesa, California, port of entry.

1.3 Strategic Initiative: Secure and Compliant Trade

Anticipate, identify, and address threats that inhibit cross-border commerce

Trade is growing at an unprecedented rate as measured by shipments, due to the acceleration of e-commerce small packages and facilitated by the recent increase in the *de minimis* limit.¹ International mail has more than doubled in the past few years with the global rise of e-commerce. Along with the U.S. Postal Service, CBP is grappling with what this new environment means for transnational shipping. Global supply chains have transformed in the past few decades, making it harder to trace products back to their original source and to pinpoint responsibility across the network of parties involved.

CBP is committed to ensuring that cross-border trade continues to power the U.S. economy, while CBP also protects the health and safety of the public, collects the duties owed by importers and exporters (including Anti-Dumping and Countervailing Duties), and reinforces our priorities

Desired outcome:

Trade is safe and secure

Key activities:

- Establish and strengthen relationships with suppliers, platforms, shippers, and international counterparts, and develop an agile multi-agency counter-network approach to coordinate operations and share information or intelligence, resulting in effective law enforcement and collection of duties
- Simplify and refine trade processes, leverage new technologies to enhance automated systems, and expand the advanced electronic-data pilot for international mail to increase operational efficiency and enhance risk management
- Improve access and expertise with data, tools and analytics and employ new targeting, detection, and verification technologies to proactively identify the highest-risk shipments and other emerging threats in the trade environment

and mandates abroad. Enhancing trade security and compliance requires overcoming critical and complex challenges, from identifying bad actors across global supply chains to efficiently targeting and conducting risk-based triage of the large and growing volume of e-commerce packages.

To accomplish these goals, we will focus on strengthening our core

capabilities—enabling digital, frictionless trade; enhancing risk-based enforcement through advanced analytics and intelligence-driven enforcement; leveraging new technologies for detection and verification; and creating a new paradigm for trade enforcement in light of the unprecedented growth of e-commerce. Building from and adapting to emerging trends in trade and technology is paramount. ■

¹ Smith, Brenda, “Protecting E-Commerce Consumers from Counterfeits,” United States Senate Committee on Finance website, March 6, 2018, <https://www.finance.senate.gov/imo/media/doc/06MAR2018SMITHSTMNT.PDF> (accessed October 6, 2018).



CBP Photo by Rob Brisley

One of CBP's innovations is the Biometric Exit Mobile, a handheld, mobile device that allows officers on the jetway to run travelers' fingerprints through law enforcement databases as travelers are exiting the U.S.

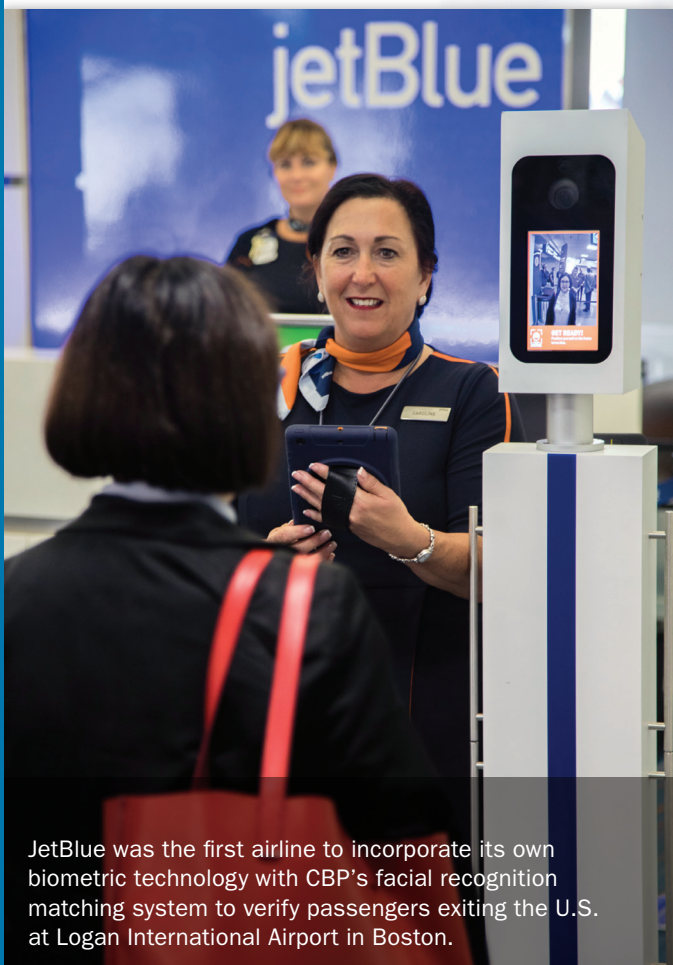


Photo by Zack Caplan

JetBlue was the first airline to incorporate its own biometric technology with CBP's facial recognition matching system to verify passengers exiting the U.S. at Logan International Airport in Boston.



CBP Photo by Brian Bell

CBP conducted biometric exit facial recognition technical demonstrations with various airlines and airports throughout the country. Here, a CBP officer answers a London-bound American Airlines passenger's questions at Chicago O'Hare International Airport.



Photo by Artens/Shutterstock

1.4 Strategic Initiative: Biometric Identification

Leverage cutting-edge technology to transform traveler verification and dramatically reduce the need to verify physical travel documents

Travelers to the United States have increased over 10 percent during the past five years, with steady volumes of new foreign visitors. To meet this growing demand and carry out our important mission, CBP is changing how we verify travelers and applying cutting-edge technology in innovative ways. These efforts require a comprehensive approach across transportation modalities, as well as

close coordination with numerous partners and stakeholders including other government agencies, port authorities and operators, commercial carriers, and foreign counterparts, among other industry partners.

Biometric advancements present opportunities for using innovative new technologies, such as facial recognition, to ensure consistent, positive identification of all travelers, leading to a more secure and seamless entry process. These biometric capabilities will also enable consistent exit verification, which has not been possible until now. In addition, CBP will work with DHS to explore the use of biometric tools and other innovative technologies in other applications across the agency. ■

Desired outcome:

CBP identifies travelers, detects fraud, and confirms overstays biometrically

Key activities:

- Expand implementation of Biometric Entry/Exit to increase accuracy of matching arrival and departure information for travelers
- Harness innovative technology to implement direct communication with travelers regarding their authorized period of admission into the United States

1.5 Strategic Initiative: Targeting and Vetting

**Integrate all-source
information on travelers
across agencies
to identify threats**



International travel is booming, with an increase of more than 22 percent at U.S. airports alone over the past five years. Travel at U.S. land ports is also growing, with volume at the largest land ports of entry nearly comparable to volume at large airports. On a typical day, CBP officers screen more than 1 million passengers and pedestrians. CBP must leverage data, technology, and interagency capabilities to address increasing demands for screening and vetting at ports of entry.

The CBP National Targeting Center is a world-leading capability supporting operational outcomes across CBP's mission and delivering real-time risk assessments to operators in the field, as well as interagency and international partners. Building on this unique set of capabilities and partnerships, and grounded in CBP's authorities, data holdings, and risk analytics, the National

Desired outcome:

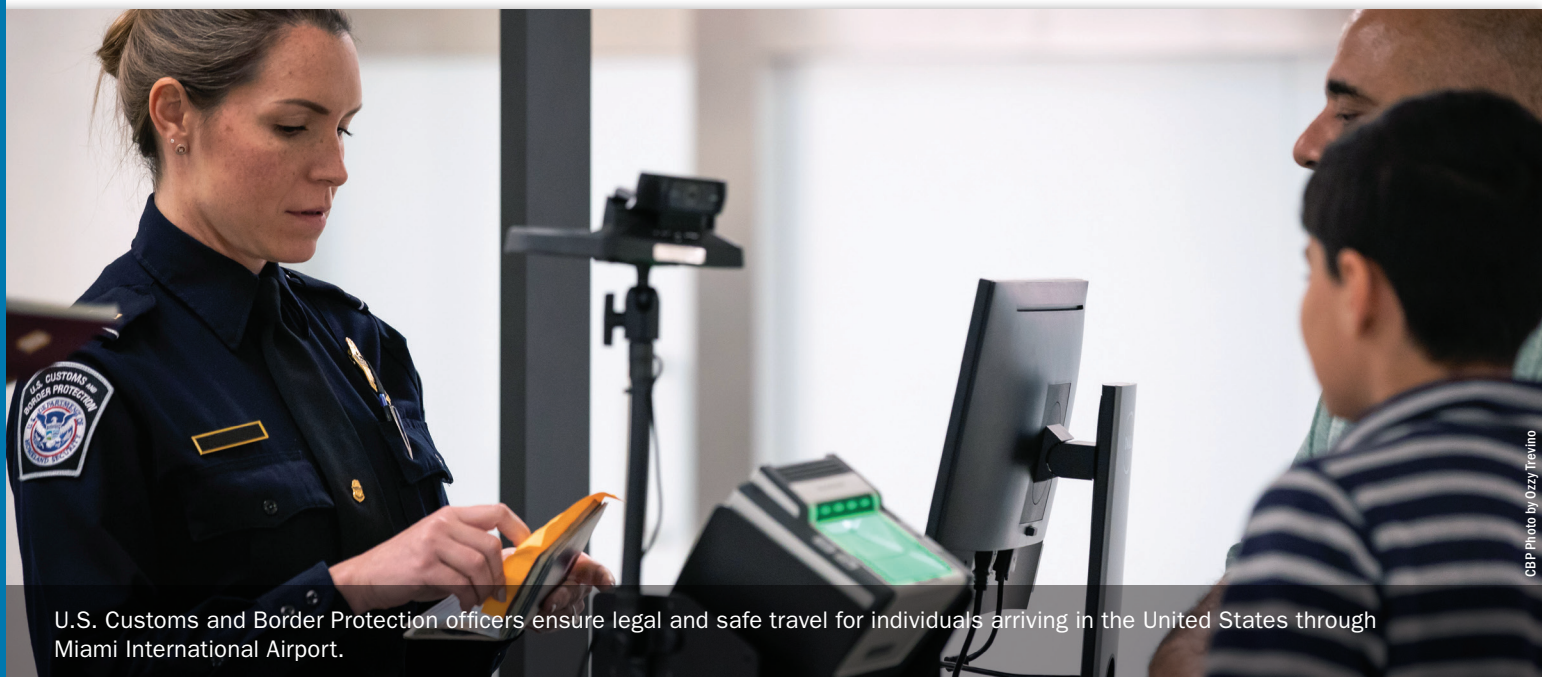
CBP, with United States Government and international partners, identifies bad actors before arrival at or between Ports of Entry

Key activities:

- Coordinate vetting efforts to identify individuals who present a threat to national security or the prosperity of the United States
- Provide a capability, both in a shared physical presence and through virtual connectivity, to bring together intelligence community and law enforcement information in a manner that better informs vetting decisions
- Focus NVC expansion of capabilities on increasing the populations (vetting request sets) that receive classified vetting services; enhancing the types of vetting analytics applied to populations beyond bio graphics; and expanding the mission areas supported beyond counter-terrorism to cover other threat vectors

Vetting Center (NVC), established in 2018, positions the agency as the world leader in the identification and vetting of bad actors seeking to enter the country.² This new capability will expand what is currently analyzed. First, CBP will leverage open-source information and improved data collection, combined with robust intelligence capabilities and advanced analytics, to develop and enhance a person-centric record for vetting activities. Second, CBP will

establish a unified technology interface to standardize vetting processes and synthesize intelligence gathering and dissemination. Third, in deploying these new technologies and approaches, CBP will play a central role in coordinating across the intelligence community, with other law enforcement agencies, and with our international partners, bringing our full intelligence apparatus to bear and proactively surfacing threats before they ever arrive. ■



U.S. Customs and Border Protection officers ensure legal and safe travel for individuals arriving in the United States through Miami International Airport.

² Department of Homeland Security, "Secretary Kirstjen M. Nielsen Statement on the National Vetting Center," Department of Homeland Security website, February 6, 2018, <https://www.dhs.gov/news/2018/02/06/secretary-kirstjen-m-nielsen-statement-national-vetting-center> (accessed October 10, 2018).



A U.S. Customs and Border Protection officer, right, shakes off his rain coat as he and a fellow officer wrap up scanning of shipping containers as they inspect incoming cargo at the Port of Miami in Miami, Florida.

1.6 Strategic Initiative: Stakeholder Experience

Champion and improve stakeholder interactions to protect and facilitate lawful travel and business

Many companies are becoming increasingly customer focused, with highly user-friendly websites and quicker turn-around and delivery times. Through such efforts, they have raised customer expectations for the speed and efficiency of service delivery. The heightened customer expectations affect everyone—both in the private sector and in government. Although CBP in particular has made significant advancements in the past several years—reducing manual processing, eliminating paper forms, expanding innovative Trusted Traveler programs, and enhancing the Automated Commercial Environment (ACE) for trade—there is still more work to be done. As international travel and trade expand, points of friction are magnified.

Enhancing the stakeholder experience for individuals and businesses is

Desired outcome:

Travelers and businesses trust and value CBP

Key activities:

- Transform processes, training, and technologies to meet needs of travelers and businesses (e.g., speed, ease, and reliability)
- Implement public engagement efforts to increase transparency and educate travelers and businesses about CBP mission requirements, processes, new developments, and pertinent guidance
- Develop standards and best practices to facilitate trade in support of small businesses and e-commerce; explore facilitation technology options; and educate the e-commerce community
- Empower public-private partnerships, and engagement with non-governmental organizations, to transform stakeholder experience and incentivize innovation

therefore a critical element of our broader mission. Legitimate travelers and traders must feel and be kept safe as they interact with our agency. For travelers, this goal means CBP must provide technologically advanced systems and processes while increasing public engagement and transparency into why and how CBP works. For traders, this goal means CBP must introduce standards, best practices, and training to support

integration with CBP systems (e.g., ACE). Across CBP, this goal means CBP must enhance or deploy new technologies as needed. The agency must also collaborate with industry, other government agencies, and non-government organizations to inspire and adopt innovations in all environments in order to streamline the inspection process and move people and goods as securely, quickly, and efficiently as possible. ■



Office of Field Operations Special Response Team members from the Los Angeles and San Diego Field Offices work together with agents from the San Diego Air and Marine Branch of Air and Marine Operations to train and qualify in Helicopter Rope Suspension Techniques.

Goal 2

TEAM — Build a capable and resilient workforce ready for anything



Team is at the core of CBP. Our workforce is our best asset, and maintaining it requires attention. To perform our mission, we need the right types and numbers of personnel. Employees who are empowered, supported, and equipped to be successful. In addition, we must achieve “OneCBP,” meaning that all of CBP is working together to deliver the best of each individual and office to our missions, to our operational priorities, and to each other.

2.1 Strategic Initiative: Hiring and Retention

Recruit, hire, train, and retain
the most qualified people

The U.S. job market is strong and competitive. Although CBP’s mission to keep our Nation secure is appealing to large segments of society, a multi-step and time-consuming hiring process as well as necessarily rigorous background reviews for CBP employment can dissuade top candidates. CBP has struggled to meet hiring goals in recent years and frontline staffing is below target staffing levels.

Our ability to execute the mission is only as good as the people we have to do it. Hiring and retaining

Desired outcome:

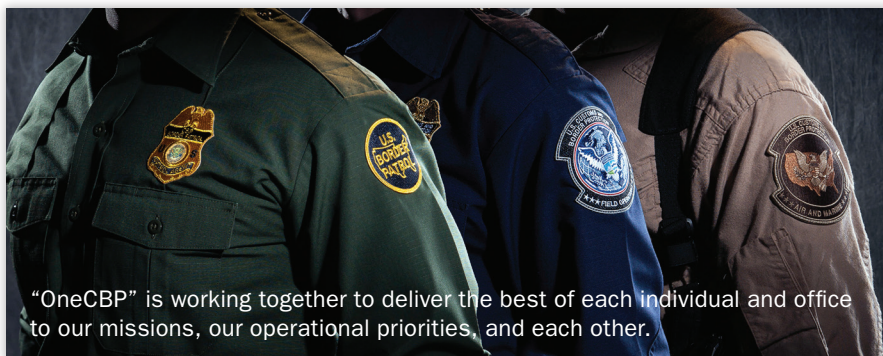
Staffing levels meet mission requirements

Key activities:

- Continually improve recruiting and hiring efforts in order to attract and hire qualified applicants
- Increase percentage of candidates able to successfully complete all steps in the hiring process
- Improve recruiting themes and messages that align with CBP’s complex and crucial mission, to increase the propensity of candidates to apply
- Establish and effectively communicate career paths that provide a roadmap for employee development and that serve as a cornerstone for succession planning

a world-class workforce is essential and requires a combination of diligent focus and innovative

thinking to strengthen the full talent lifecycle at CBP. When recruiting, we will diversify our targeting and messaging to ensure we bring in viable candidates, rather than simply looking at total numbers. Once in the pre-employment process, we will continue to decrease the time to hire by leveraging new procedures, systems, and practices. From the moment they join our team, each candidate will have the support, resources, training, and opportunities they need to have a fulfilling and rewarding career at CBP. ■



“OneCBP” is working together to deliver the best of each individual and office to our missions, our operational priorities, and each other.

CBP Photo by Orzy Trevino



CBP Photo by Donna Burton

U.S. Customs and Border Protection honors officers and agents who have paid the ultimate sacrifice for the nation by participating in a united 5K run in their honor in Washington, D.C.

2.2 Strategic Initiative: Resilience

Promote physical and emotional health for employees and their families



Maintaining a resilient workforce is critical to accomplishing CBP's mission, which relies on dedicated personnel who go above and beyond to keep Americans safe from harm. Workplace-related stress is on the rise at employers across the U.S. 25 percent of all employees in the U.S. view their jobs as the number one stressor in their lives.³ Employee anxiety, stress, and depression account for most emotional health cases, and related psychological and physical ramifications cost an estimated \$125–\$190 billion per year in healthcare spending in the U.S.⁴ This trend is particularly prevalent in law enforcement agencies like CBP, where additional challenges such as remote deployment, rotating shifts, reverse cycle operations, and mission risks add to stress and fatigue.⁵ CBP will

maximize mission success by retaining world-class personnel, empowering frontline operators, and enabling personnel to do their jobs, enforce the law, and protect the homeland.

CBP is committed to building a culture of resilience across the U.S. to withstand attacks, rapidly recover, and harden security for threats on the horizon. Through dedicated employee engagement, CBP is determined to enhance the workforce accomplishing the CBP mission. CBP is committed to the physical and emotional health of our workforce and their families. This goal means CBP must actively promote overall wellness throughout all aspects of the employee lifecycle. CBP's deliberate approach to dedicating enterprise-wide support to employees will become a model for how law enforcement agency cares for its workforce. Several steps can be taken to promote wellness and resiliency, such as ensuring access to health and medical care that enables personnel safety to a establishing a culture that reinforces and encourages health-seeking behaviors at all levels. ■

Desired outcome:

The workforce is resilient

Key activities:

- Enhance physical, mental, and emotional health throughout the employee lifecycle, with emphasis on the agent/officer's overall wellness, which is critical to the team and mission
- Promote a fully engaged and resilient workforce that is supported by an open and trusted workplace culture that facilitates health-seeking behavior and enhances retention
- Provide continuous access to information, resources, and support through various methods and networks that reach all employees throughout the agency; reduce organizational stressors by organizing guided discussions and soliciting employee feedback
- Enhance and align health and medical functions to optimally support operations, execute personnel protective measures, and enhance personnel safety

³ Centers for Disease Control and Prevention, "Stress at Work," The National Institute for Occupational Safety and Health (NIOSH), June 6, 2014, <https://www.cdc.gov/niosh/docs/99-101/> (accessed September 23, 2018).

⁴ HBS Working Knowledge, "Workplace Stress Responsible for Up to \$190B In Annual U.S. Healthcare Costs," HBS Working Knowledge at Forbes website, January 26, 2015, <https://www.forbes.com/sites/hbsworkingknowledge/2015/01/26/workplace-stress-responsible-for-up-to-190-billion-in-annual-u-s-healthcare-costs/> (accessed October 8, 2018).

⁵ National Institute of Justice, "Officer Work Hours, Stress, Fatigue," National Institute of Justice website, August 13, 2012, <https://www.nij.gov/topics/law-enforcement/officer-safety/stress-fatigue/pages/welcome.aspx> (accessed October 5, 2018).

2.3 Strategic Initiative: OneCBP

Create a unified and integrated enterprise working together at all levels to execute the CBP mission

CBP executes its steady-state mission via a fully-integrated approach to national security, trade, and travel that makes the world safer, facilitates international travel and trade, and promotes the continuous improvement of CBP's operations.

Through times of crisis, CBP components work side-by-side to ensure mission success on issues ranging from natural disaster responses to disruption of transnational organized criminal activities. These collaborative efforts result in unification, integration, and a "force multiplier" of operational benefits across the organization supported by a cohesive CBP intelligence enterprise. Embedding this cohesive mindset into the core of CBP's culture and establishing a regular operating rhythm is fundamental to OneCBP.

Regardless of role, office, location, or uniform color, OneCBP spans across components and means the enterprise works together to accomplish CBP's diverse mission.

OneCBP is a key cross-cutting enabler that supports the execution of each of the remaining 11 initiatives articulated throughout this strategy. The OneCBP effort is driven by a set of principles that will guide the development of initiatives and activities to achieve a unified and integrated enterprise. These include:

- **Unified Workforce:** Integrating individual component strengths and best practices to create a stronger, smarter, and more cohesive organization that cultivates an environment of empowered operators and mission support personnel
- **Leader Engagement:** Promoting a culture that prioritizes employee engagement, ensuring all levels of leadership across Headquarters and the Field are actively participating in decision-making
- **Professional Development:** Developing capabilities and capacity across the agency, providing opportunities for continuous growth and progression
- **Communication:** Connecting effectively across components with consistency, clarity, and value-added content

OneCBP will become an enduring objective focused on unifying aspects

Desired outcome:

People work across offices to deliver mission

Key activities:

- Promote a balance of component cultures to facilitate efficient execution of CBP's mission
- Provide headquarters and field leaders with the information and resources necessary to consistently build a culture committed to change
- Deliver cross-functional career development opportunities that enhance operational and mission support awareness leading to informed decision-making and reinforced shared consciousness
- Foster an environment of open, frequent, and reliable communication

of component culture and behaviors to transform how components work together to execute the agency's critical mission. ■



CBP photo by Donna Burton

U.S. Customs and Border Protection Air and Marine Operations aircrews and Office of Field Operations officers work together to load water and rations on a CBP Black Hawk for delivery to victims of Hurricane Harvey.



The Tethered Aerostat Radar System (TARS) is a low-level airborne ground surveillance system that uses aerostats (moored balloons) as radar platforms. Air and Marine Operations use the TARS to provide persistent, long-range detection and radar surveillance capability for interdicting low-level air, maritime and surface smugglers and narcotics traffickers.

Goal 3

FUTURE — Invest in technology and partnerships to confront emerging threats



CBP must remain ahead of the next challenges and threats while addressing new dynamics in our area of operations. To do so requires investing in innovative technology, IT tools, partnerships, and processes to anticipate and confront emerging dynamics, improve our performance, and accomplish our objectives.

3.1 Strategic Initiative: Data and Analytics

Maintain reliable data and apply advanced analytics to explore insights that inform critical strategic and tactical decisions

Data and analytics have become critical functions for large organizations in recent years. The ability of users in various roles to not only access data, but to then also extract value from, visualize, and communicate it is an indispensable function that will aid CBP in achieving its mission more efficiently and more effectively by providing tailored, meaningful and actionable information to both operators and strategic decision-makers in real time.

CBP components and divisions individually collect stores of data in support of advancing our mission, but face challenges integrating data and using it in a more strategic and holistic manner—both within CBP, and with partner agencies. CBP has been successful in its initial efforts to formalize the use of data and analytics, most notably at the National Targeting Center and in the establishment of the CBP Intelligence

Desired outcome:

Personnel make decisions based on timely information informed by quality data and analytics

Key activities:

- Use advanced analytics to identify trends, explore alternative courses of action, and present quality data-driven information for decision making for operational, resource, and policy decisions
- Collect and connect quality data, including intelligence and risk assessments, to provide predictive analytics in support of an actionable common operating picture that ensures agents, officers, and trade personnel have the relevant quality information to conduct border and trade enforcement activities
- Begin to institute corporate sharing of data and data analytics techniques to create greater value and efficiencies for CBP, while simultaneously complying with all appropriate authorities and ensuring best privacy practices

Enterprise. However, the value of reliable and integrated data coupled with advanced analytics tools made available across the agency to conduct and improve all business functions cannot be understated. Improved threat detection, strengthened trade enforcement and compliance, more efficient expenditure of resources, and optimization of hiring practices are only a few examples of challenges that can be better understood, represented

and managed through robust data and analytics capabilities. CBP will take an enterprise-wide approach to data analytics, using tools and capabilities that empower personnel in various roles to access and explore scenarios, potential outcomes, and relationships that exist within available data and ensure program sustainment through data governance. CBP can use this information and insights to support a range of critical decisions. ■

3.2 Strategic Initiative: IT infrastructure

Provide fast and reliable access to resilient, secure infrastructure to streamline CBP work

Technology underpins virtually all aspects of CBP's mission—from screening equipment at ports of entry to next generation technology for our agents, officers, and other employees. CBP must deliver IT services to the most remote areas of the United States and abroad, with an ever-increasing need for mobile, operator-friendly tools that use data-rich services. To be successful, we need a resilient, adaptive, reliable, and secure IT infrastructure that keeps pace with evolving threats and technological advances. CBP's IT systems of the future must also provide greater automation and simplification for our front-line personnel to more efficiently deliver on mission responsibilities.

CBP will make targeted IT investments to ensure front-line personnel have the technology they need to do their jobs and to ensure the nation's \$2.4

trillion trade supply chain is always in service. First, we will modernize our IT infrastructure, taking advantage of cloud technologies and increasing the reliability of our infrastructure for a more resilient, secure, and highly available foundation for our mission critical systems to use. Second, we will significantly expand usage of next generation technologies like data and analytics tools to improve fraud and threat detection, machine learning algorithms to provide proactive trade targeting, and biometrics to enhance entry/exit border security. Third, we will ensure end-user devices are refreshed, available, and connected, including mobile devices like tablets and phones, across the agency to make sure we are taking advantage of massive improvements in device processing power and usability. Fourth, we will modernize our network to ensure each operator has the highly available bandwidth needed to take advantage of the capabilities we deploy.

Innovative, automated, secure, and reliable IT infrastructure will enable CBP to confront emerging threats and effectively execute the mission with the data and capabilities it needs anytime, anywhere. ■

Desired outcome:

Personnel can access the technology they need to do their jobs

Key activities:

- Increase resilience and performance end-to-end by accelerating technology refresh programs; maturing tools, tests, and exercises that validate existing resilience measures; and incorporating concepts to proactively address emerging threats
- Manage integrated cloud migration and infrastructure modernization for all mission-essential and mission-relevant systems delivering modernized capabilities and improved user interfaces with no interruption in service; put in place redundancies and backup capabilities for critical systems
- Enhance cybersecurity posture in support of cloud migration and increased edge-device use without negative impact on system effectiveness
- Develop the necessary data warehousing and infrastructure, acquire analytic tools and platforms, and develop capabilities for advanced analytic modeling
- Ensure the application of new technologies and techniques sustain privacy protections and the agency's efforts to remain transparent with the public



Photo by Carole M. Condon

A Border Patrol agent launches a small unmanned aircraft system in the desert south of Tucson, Arizona.



The Commercial Customs Operations Advisory Committee (COAC) assembles quarterly to discuss trade matters related to U.S. Customs and Border Protection and the private sector. CBP Commissioner Kevin McAleenan delivers opening remark.

CBP Photo by Donna Burton

3.3 Strategic Initiative: Partnerships

Expand international and intelligence partnerships to promote economic cooperation, identify and mitigate threats, and extend influence beyond our borders

Failed states, weak states, and non-state actors foster global instability. Transnational criminal organizations promote illicit smuggling and violence at home and abroad. International economic instability limits opportunities for the most vulnerable people and diminishes hope for future generations. These challenges often spur illegal migration, the rise of terrorists and criminals, and political turmoil, all of which require whole of government approaches and strong partner alliances.

Strong and effective partnerships are crucial to a thriving CBP Intelligence Enterprise. The coalition and partnerships developed by CBP through the CBP Intelligence Enterprise will continue to strengthen and further expand CBP’s intelligence network and capabilities, and provide CBP policy

and decision makers with a more comprehensive understanding of the border environment, border threats, and facilitate sound resource allocations in support of U.S. national security.

CBP also recognizes that partnerships are essential to extending influence and impact beyond CBP’s capabilities alone. Building our capabilities with critical partners provides the opportunity to access more information and improve delivery on mission. People are the foundation of any relationship CBP maintains; they determine if the relationship develops or fails. Developing a system to identify, train and support those people along with building a career path within the

agency will attract those most suited to represent CBP. With fully trained engagement experts and a highly skilled intelligence workforce, CBP must advance cohesive and comprehensive international engagement that will enable proactive enforcement opportunities and improve the timelines of warnings and trends of potential threats.

Leveraging increased engagement and stronger partnerships with the U.S. Intelligence Community, partner nations, agencies, trade groups, and industries will advance CBP’s missions of ensuring border security and help facilitate safe and efficient trade and travel. ■

Desired outcome:

Strong partnerships with other organizations advance priority missions

Key activities:

- Build international partnerships and strategic alliances through information-sharing, training, joint and integrated operations, and stability strategies
- Evaluate effectiveness of CBP’s partnerships with other agencies, trade groups, and industries where CBP has a presence, and determine how the relationships should be adapted to best align with CBP’s mission and U.S. national security priorities



U.S. Customs and Border Protection Air and Marine Operations and Office of Field Operations Special Response Team train in fast-rope at Dobbins Air Reserve Base.

Measuring and Ensuring Success

U.S. security and economic prosperity depend on CBP achieving its mission. We will have clear measures and targets for success that directly link to our day-to-day and long-term performance. We will monitor and assess our performance over time by developing effective initiative tracking and performance monitoring systems to drive accountability and provide a clear and consistent approach toward tracking data. We will standardize the approach to tracking data across CBP and tailor to the unique needs of various initiatives and agency components. CBP will put processes and checks in place to guarantee a high degree of data integrity, which will also improve our ability to deliver a clear, compelling, and consistent performance synopsis to key stakeholders, including the American people.

Regularly reviewing the status of strategic initiatives helps focus a leadership team's attention and, thereby, increase the odds that any challenges are addressed proactively to keep the initiative on track. Developing meaningful measures of success is usually a more difficult challenge.

Measures can be framed in two related ways to help CBP and its components assess the progress of overall strategy goals, as well as of specific, strategic initiatives:

- **Are we doing the right things? And, are we doing the right things well?** e.g., an assessment of activity or activity quality

- **Are we having the impact we expect?** e.g., an assessment of outcome

Although there is often a lag between the start of an initiative and its measurable impact—sometimes even years—this sort of delay should not prevent us from measuring an initiative's specific activities and outcomes, starting immediately.

To help to ensure success, CBP's senior leaders will sponsor specific initiatives and ensure their progress. We will develop concise implementation plans with timelines, targets, and ambitious goals. Agency leadership will monitor the performance of these priority initiatives regularly and be prepared to intervene when necessary to help ensure success. ■

Conclusion

We take our mission and commitment to our Nation and the public seriously.

CBP's key tasks are, externally, to keep the public safe and prosperous and, internally, to make the agency a great place to work; these goals are fundamentally what our strategy is about. The shifting external dynamics and challenges we face today and in the future require focused attention on advancing our mission delivery, strengthening our team, and investing in the foundation for the future.

The implementation of this strategy positions us for long-term success and helps us better address our challenges and opportunities. These are the necessary steps toward reaching our overarching aspiration—to be the most innovative and trusted law enforcement agency in the world. ■



On pages 7, 15, and 19

The flags of U.S. Border Patrol, Office of Field Operations, and Air and Marine Operations.

CBP Photo by Donna Burton





U.S. Customs and Border Protection

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